

June 9, 1975

O. Meredith Wilson
Director, Center for Advanced Study in the Behavioral Sciences

Joshua Lederberg
Department of Genetics

Dear Med,

Thank you for sending me the Annual Reports and the minutes of recent meetings of the board. This material should be quite sufficient and I doubt that I have any profound need to go back into earlier history except for academic, as opposed to directorial motives.

I was particularly interested, as you know, in getting some grasp of the current financial status of the Center and had no difficulty in finding the basic information that I thought I should have from the material you sent me.

The recent minutes did not however include any detail on the Center's investment management nor, for example, its current portfolio. I have no sense of urgency about this but I hope I will have enough opportunity to be informed in some detail how these matters are managed at the next board meeting. The balance sheet for March 31, page 7, indicated a figure for securities under assets but did not specify how these were valued. The printed report form for fiscal 1974 did give both valuation at cost and current market both of which are helpful to know.

I did a quick calculation on the relationship between the most obvious direct costs of the Center, the stipends and support for fellows, to the supporting activities and found that a figure of about 62% might be a fair representation of the overhead as percentage of direct salaries. This is a perfectly reasonable figure by comparison, for example, with university activities and in fact is not a completely fair one since a considerable part of the dollars expended in the name of supporting activity probably deserve to be credited to direct scholarly output. I think it may be useful to have such calculations available in response to any questions that might be offered with respect to the efficiency of the Center's operations.

I noted that the fixed asset account included the cost of buildings but I could not tell what allowance if any was being made for depreciation; nor did I see any fiscal reference to the value of the lease-hold on the land. Again, these are not matters on which I need early answers but I hope that I might have an opportunity to get a clearer picture about them in connection with further meetings of the board.

over

6/9/75

To turn to non-fiscal matters, I did note the emphasis that you continue to give to affirmative action issues in connection with the recruitment of fellows. Since there is a lot of activity in this line at Stanford, there may well be an easy opportunity for mutual cooperation and I will see what I can find out from the university side in the near future. Meanwhile, I did have a few passing thoughts about some black scholars that may or may not already have come to your attention. In suggesting their names I certainly do not insist upon their credibility as candidates but simply as subjects for further consideration.

Perhaps one person I have no reservations about is Jim Gibbs who has announced that he will retire as Dean of Undergraduate Studies at Stanford in order to return to his work as a Professor of Anthropology. It is just possible that a year at the Center as an interim activity before returning to his department might be a very good thing for him, and I hope his name has been in your files.

Two people you may not have heard about at all are Jean Cook who was a classmate of mine at Columbia College and then at Medical School and is now a Professor of Medicine at Albert Einstein Medical College in New York. He is a very bright person. I would have to say not renowned as a distinguished scholar, probably for having dabbled into too wide a variety of fields and in part perhaps for having been brought in a number of political and social controversies that abound in the neighborhood of Einstein; however, as you are also looking for someone in medicine for the next couple of years, I thought I should at least present his name to you. Another man is Richard Goldsby who is a first-rate cell biologist, recently at Yale but who moved I think to North Carolina. Besides excellent laboratory work in developmental molecular biology he has also put out a very sane book on the biology of race, and I find him altogether a bright, charming, and productive person. I know that he has continuing concern about the positive and negative aspects of eugenic movements, and while he is not of the renown of a Cavalli-Sforza or a Jim Neel, I think he might do very reasonably as a resident biologist (without particular regard to the emphases of the POSTS Program). If you have other good contacts at Yale, I am sure they would be able to dig out more about him.

I suspect that names like Kenneth Clark, Tom Sowell and Brimmer hardly need be brought to your attention.

I think that a California institution should be paying special attention to Chicano scholarship, and I will be making some inquiry along those lines.

We still have a somewhat comparable problem in identifying a requisite number of women, and I would again bring up the name of Marjorie Shaw. I am sure that Gardner would have no difficulty in getting further soundings about her if these are not already available since she is well known among the biologists at Austin. However, her own situs right now is at the M.D. Anderson Hospital, Texas Medical Center, Houston. I think you may remember I brought up her name before but at a time when she herself might not have been available. She is an extremely competent - one hesitates to say brilliant - human cyto-geneticist and has also distinguished herself recently by undertaking and completing a degree in law in order to prepare herself better to be an expert

6/9/78

in some of the problems that indeed are emerging on the law of genetic intervention. She would be a very credible if not my first choice if we were paying no attention to sex balance. That she would be a strong asset for a role similar to what I mentioned for Goldsby, I have no doubt.

Do not fear, I still have in mind a number of the other points that were raised in our own discussion, and I hope to have more for you about them in due course.

Sincerely yours,